

Claire Antrobus

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PROFILE

I'm an arts manager and researcher with over fifteen years' experience of working with creative and cultural individuals and businesses in the UK and internationally. My areas of expertise include modern and contemporary visual arts; cultural policy and funding; organizational and professional development; audience engagement and business models.

I believe that to create extraordinary art experiences we need exceptional leadership and management and my own career includes experience of programming and working with artists as well as managing resources and developing organisations. I want to increase the range, size and depth of audience engagement in the visual arts and support organisations to development business models based on greater user involvement as members, micro-philanthropists, participants, volunteers etc.

Learning and innovation are at the heart of all my work, whether that's through adopting a practice-based research or 'learning organisation' approach or by facilitating others' learning and professional development. The visual arts are my passion but I regularly work and look beyond the gallery to other artforms, social enterprise and internationally in search of new ideas and approaches. I work collaboratively because I believe we're more creative when diverse perspectives and approaches come together.

CAREER HISTORY

From 1995-99 I worked in art galleries and museums including **Henry Moore Institute**, **Leeds City Art Gallery** and **Yorkshire Sculpture Park (YSP)** in a range of curatorial and education roles. At YSP I was responsible for exhibitions, residencies, education projects and commissions working with international museums on loans, touring and co-productions.

I joined **London Arts Board** in 1999 as **Visual Arts Officer** working on strategy for artists. Promoted to **Senior Visual Arts Officer** I became responsible for policy as well as managing relationships with major institutions including Whitechapel Art Gallery, Serpentine Gallery, inIVA and Artangel. At **Arts Council London** I was promoted to **Head of Visual Arts**, leading a team through a merger, moving onto become **Head of Arts** with **British Council France** in 2003.

In June 2005 I became **Head of Sustainable Funding** for the **National Council of Voluntary Organisations**. Within 12 months I secured funding of £1.5 million and grew annual income from £300K to £500K.

Since 2007 I have worked as an **independent arts manager** with a wide range of cultural organisations from British Council and The Hepworth Wakefield to artist-led spaces such as Beaconsfield or Volcano theatre on research, analysis, business and strategic planning and funding and finance issues. I also work as a researcher, facilitator and coach.

During 2009/10 I was NESTA Innovation Fellow on the Clore Leadership Programme www.cloreleadership.org for which I was mentored by Sir Nicholas Serota (Director of **Tate**) and undertook research into collaborative leadership models in the arts, supervised by Professor John Holden, **City University**.

From May 2011 I'm employed by **Tate Liverpool** on a year-long change programme which involves supporting a series of strategic reviews across the organization, working closely with the gallery's management team. The aims of the change programme are to ensure the gallery is operating as efficiently as possible while maintaining the impact of Tate Liverpool's internationally-recognised programme by reviewing priorities, increasing flexibility and entrepreneurialism and placing visitor experience at the heart of the organization.

SELECTED INDEPENDENT PROJECTS

The Hepworth Wakefield – The Hepworth Wakefield is one of the largest art galleries outside London with an annual turnover of £3million. With Holly Tebbutt and Tom Wilcox, we developed the business plan and public funding case for the organization prior to opening.

Visual Arts and Galleries Association (VAGA) – national professional body for visual arts professionals. Working closely with VAGA's main funders (ACE and Scottish Arts Council). With co-consultant Holly Tebbutt we undertook a strategic review and produced a business plan.

Mission, Models and Money (MMM) – research into how new business models are developing, and availability/ use of capital, in the arts and cultural sector.

British Council France – facilitated a series of workshops and a four-day international conference for the Cultural Leadership International Programme.

Artquest – community website (Ning) and new service for artists seeking to take control of their finances and career called 'Money Matters', to be launched Autumn 2011.

NON-EXECUTIVE AND ADVISORY ROLES

Autograph (Association of Black Photographers), Trustee (since 2003)

Millthorpe Secondary School York, Local Authority Governor (since March 2009).

QUALIFICATIONS, AWARDS & PROFESSIONAL TRAINING

2011	Action Learning Facilitation – Institute of Leadership & Management
2011	Change Management & Leadership – 3 day course, Henley Business School
2009/10	NESTA Innovation Fellow on the Clore Leadership Programme
2010	Relational Dynamics Coaching – accredited coaching qualification
2001	University of Leeds, PhD – impact of visual arts funding on artists and audiences
1996	University of Leeds, Master's Degree in Sculpture Studies – Distinction
1995	University of York, BA (hons) English/ History of Art - First Class Honours

SELECTED PUBLICATIONS

Are two heads better than one? What art galleries and museums can learn from the joint leadership model in theatre, Clore Leadership Programme & City University, London, 2011.

'Nothing ventured, nothing gained: loan finance for arts organisations', *Arts Professional*, 2011.

With Clare Cooper, Margaret Bolton, Holly Tebbutt & Joe Ludlow, *Capital Matters: how to build financial resilience in the UK's arts & cultural sector*, Mission, Models and Money, London, 2011.

From audiences to users: changing art galleries and museums together, NESTA & Clore Leadership Programme, London, July 2010.

With Graham Collins, *An Introduction to Sustainable Funding*, NCVO, London, 2006.

'A revolution in the gallery: from the Arts Council to the artist', in *Sculpture in 20th Century Britain*, Henry Moore Institute, 2003.

I also write about arts management and the visual arts at www.claireantrobus.com/blog